

16.111 EMPLOYEE TRACKING SOLUTION

Reference:

Memorandum of Agreement between the Cincinnati Police Department and the U.S. Department of Justice
Employee Tracking Solution Protocol

Definitions:

Organizational Group - employees assigned to the same work group within the same district, section, or unit. Example: activity generated by second shift officers assigned to District One is compared to the activity of only those officers assigned to second shift in District One. Bureau commanders will determine the composition and number of groups within their respective bureau.

Personnel Service Record – information in the individual Personnel Information Sheets, Personnel Service Jacket, and the individual personnel file contained within the Employee Tracking Solution (ETS). The Personnel Service Record is just one of several tables within ETS and is used to provide the common dataset, e.g., Employee Identification Number, to link data in the other components of ETS.

Weighted Risk Assessment – all risk activities tracked in ETS are given specific weights to allow for a compilation scoring. This compilation score will be the basis for comparing employees within their organizational group based on variance from the mean. To view a specific weight assigned to a risk activity in ETS, click on the Inspections Section icon, then click on the Activity Assessment icon, and then click on the Activity Assessment Setting Document icon.

Threshold – values individually determined for each organizational group from the weighted aggregate risk activity and each individual activity measured by ETS. When used for analysis, thresholds will be defined in standard deviations above and below the mean. Initially, the threshold will be set at one standard deviation. However, once the system has been in use, thresholds may be modified to make the best use of the analysis capabilities of the system.

Purpose:

The Employee Tracking Solution (ETS) is a tool to assist supervisors and managers in the assessment of overall employee performance and to serve as an early warning system for employees engaged in risk activities.

Policy:

Managing risk is an important factor in the success of an organization. Reviewing risk activities and patterns of risky behavior, as well as recognizing proper and ethical conduct is the responsibility of those supervisors and managers. ETS has been developed to assist supervisors and managers in identifying both high achieving employees and those employees in need of intervention.

When the intervention includes a referral to an outside agency (Public Employees Assistance Program, police psychologist, etc.) only the name of the agency will be listed. The reason for the referral will be outlined in the employee's medical jacket maintained at Personnel Section. Authorized employees may access the medical jacket by contacting Personnel Section.

Information:

ETS will capture and record information on the following areas:

- Uses of force
- Canine bite ratios
- Number of canisters of chemical spray used by officers
- Injuries to prisoners
- Instances in which force is used and a subject is charged with "resisting arrest", "assault on a police officer", "disorderly conduct", or "obstruction of official business"
- Critical firearm discharges, on and off-duty
- Complaints and their dispositions
- Criminal proceedings initiated, civil or administrative claims filed, and all civil lawsuits served upon the City or its officers or agents, resulting from operations or the actions of Department personnel
- Vehicle pursuits
- Disciplinary action imposed on Department personnel
- Individual training information and records
- Injuries to personnel
- Auto accident information
- Court attendance
- Award/commendation information

ETS will compare the performance of employees assigned to similar organizational and/or peer groups. When used in conjunction with regularly scheduled reviews, supervisors will be able to use this system to assist in the evaluation of employee performance in addition to recognizing individual and group patterns which may warrant further review or intervention.

Procedure:

A. Bureau Commander Responsibilities

1. Define the organizational groups within their respective bureau.
2. Review and make recommendations to the Police Chief regarding the quarterly reports submitted by district/section/unit commanders.
3. Compare Inspections Section's quarterly audit to the reports compiled by district/section/unit commanders.

B. District/Section/Unit Commander Responsibilities

1. Ensure each officer is reviewed through ETS at the conclusion of each 28 day work period, or monthly, based on the work schedule of the organizational group and documented in the employee's Evaluation Supplement Log (ESL).

2. Ensure supervisors transferred into their unit perform an ETS review for personnel under their command. Document the review in the supervisor's Evaluation Supplement Log (ESL).
3. Ensure all supervisors in the employee's chain of command perform an ETS review for personnel transferred into their unit. This review should be documented in the transferred employee's Evaluation Supplement Log (ESL).
4. Prepare a report, routed through the bureau commander for presentation at the quarterly Command Review Session, identifying the following:
 - a. Recommended action for those employees under their command identified as being above or below the established thresholds at all required intervals.
 - b. The status of intervention plans initiated for employees in previous quarterly reviews.
5. Initiate appropriate intervention at the earliest possible time where intervention is appropriate based on any individual incident or accumulation of incidents.

C. Supervisor Responsibilities

1. Enter each type of report captured within ETS as a preliminary report except for Form 18NC, Noncompliant Suspect/Arrestee Report, and the Form 18CD, Use of Canine Field Deployment Report.
 - a. Route Form 18NC to Inspections Section for entry. The Form 18CD is entered at the Canine Unit.
2. Complete and "work-flow" all reports through ETS per current procedure.
 - a. Route all original documents using the current use of force jacket and appropriate label.
 - b. Fax Form 91SP, Supervisory Investigation of Employee Injury, to the City's current insurance carrier.
3. Take any intervention or disciplinary action required according to procedure or the Disciplinary Table of the Manual of Rules and Regulations and Disciplinary Process for the Cincinnati Police Department.
4. Outside of a procedurally mandated action related to an incident, the first review of an employee's record in ETS will be performed by the first level reviewer who reviews the original incident report unless the incident triggers an automated system alert. This ensures the investigating supervisor is not influenced by information in the system during the incident investigation.

5. All supervisors having line authority over an officer being transferred into an assignment will review the officer's ETS file at the time of transfer and document the review in the Evaluation Supplement Log (ESL).
 - a. Any supervisor transferred to another assignment will review ETS files on all officers assigned under their supervision.
6. Review individual officer activity at the end of each work period. Review activity in each category and the weighed risk assessment for determination of, and comparison with, the average organizational group activity levels.
 - a. During scheduled reviews, supervisors will look at an entire 12 month period of activity.
 - b. Document the review in the Evaluation Supplement Log (ESL) within ETS. If necessary, develop appropriate intervention strategies.
 - c. Initiate appropriate interventions when required by procedure. However, interventions may be initiated at any time if deemed necessary to address actions or behavior.

D. Intervention Processes

1. The following activities are considered interventions and will be documented in the employee's Evaluation Supplement Log (ESL):
 - Review
 - Counseling
 - Training
 - Referral to outside services such as Public Employee Assistance Program (PEAP), Police Psychologist, etc. (list only the agency name)
 - Monitoring plan – documented action plan with set reporting intervals
 - Reassignment
 - Discipline
 - Other, or any combination of the above
2. Intervention is mandated as a result of an officer exceeding established thresholds at any of the following required review intervals.
 - a. Based on current procedures or the Disciplinary Table of the Manual of Rules and Regulations and Disciplinary Process for the Cincinnati Police Department.
 - b. The chain of command review process for each incident generated.
 - c. Upon conclusion of supervisory review of individual officer activity for each 28 day or monthly work period.

- d. Upon conclusion of the quarterly Command Review Session.
- e. Upon conclusion of the Inspections Section quarterly audit.
- f. Result of administrative investigations.

E. Quarterly Reports

1. Each district/section/unit commander will prepare a quarterly report after reviewing their employees' activity for the preceding 12 month period ending on the following dates: March 31, June 30, September 30, and December 31. These reports are to be routed to the bureau commander within ten days following each reporting period. The bureau commander will review the reports and forward them to Inspections Section for their quarterly audit. The report must contain analysis and intervention information for each officer identified as exceeding the threshold in any risk category for the period.
 - a. For each quarterly review, an employee is evaluated on eight risk categories. Each risk category is assigned a numerical weight used to figure the standard deviation. The Organizational Group Analysis will display the total numerical weight of all incidents of the specific risk category. The numerical value does not indicate the number of incidents.
 - b. During a review, a risk category exceeding the established threshold will be displayed in green. A review of each risk category in green is required unless the risk category contains only a single incident. To determine whether it is a single incident, consult the Activity Assessment Setting Document in ETS for the specific weights.

Example: If the vast majority of a relief has not been involved in an on-duty Category 1 vehicle crash during the preceding 12 month period, the Vehicle Crash risk category would display a score of 0. An employee involved in one on-duty Category 1 vehicle crash during the preceding 12 month period would display a score of 2 in the Vehicle Crash risk category (weight of two per incident) and would appear in green. This does not require a review of the Vehicle Crash risk category.

- 1) A review of a risk category appearing in green due to a single incident is not required unless the employee has three or more separate risk categories displayed in green due to single or multiple incidents. This would require a review of all three risk categories exceeding the established threshold.
- c. Supervisory use of the ETS system includes but is not limited to proper review of each incident, intervention recommendations, intervention follow-up, and transfer reviews.

2. The Command Review Session will be held quarterly at the Police Chief's direction. Employees identified from this report, and any employees determined to have exceeded the established thresholds during the past quarter, will be discussed as well as intervention plans for them. The progress of intervention plans already in place from previous quarters will also be addressed.

F. Corrections to Reports

1. Once reports receive final approval they will be locked in ETS. Any locked report needing changes or correction requires approval from the Police Chief.
 - a. Submit a Form 17 to the Police Chief, through the chain of command, requesting the change or correction.
 - b. Upon approval, the Information Technology Management Section (ITMS) will take the necessary action to correct or change the report.
 - c. Revisions to weights as a result of an unfounded or exonerated finding will be handled according to Internal Investigations Section's Standard Operating Procedure.
 - d. Removal of discipline in the Personnel Module will adhere to current labor agreements.
 - e. If a document has not been finalized, the original author or their supervisor can email ITMS and request a modification such as redirecting the "work-flow" or a deletion.